

19 March 1976

MEMORANDUM FOR: Chief, OTR/II

SUBJECT : Comments by NOC Officers on Videotapes of
"CIA: Today & Tomorrow" Course

25X1A

1. In late 1974 [REDACTED] created a centralized program to provide briefings and training to NOC officers assigned to field stations abroad. Among the many subjects covered, the videotapes from the "CIA: Today & Tomorrow" course play a major role in bringing the NOC officer up to date on major developments in the Agency and in reinforcing his morale and sense of career identification. Since the inauguration of this program, we have collected comments from the NOC officers who have seen the tapes and believe you will be interested in their reactions. Almost all of the NOC officers quoted fall within the GS-12 to 14 range with considerable field experience.

2. "The presentations on CIA as it is today were highly informative. They provide the NOC officer with what is usually missing in his professional life: the relation to the total objective. The videotapes offered excellent materials for bridging that gap."

3. "The whole training program has certainly helped me to keep abreast of the changes and activities of the Agency, but an even greater feeling is that one is not so isolated from the mainstream and kept in the dark as to what is going on inside. The videotapes of the Director and other senior officers provide a feeling of attending the live presentations and add considerably to their effect."

25X1A

4. "The videotapes of Chief, EUR Division, and others were the best teaching aids available. The discussions of the videotapes with [REDACTED] officers were the most instructive sessions in the course."

5. "I found the videotape series from the 'CIA: Today & Tomorrow' course very worthwhile. It touched on many questions about the future of the Agency in which I have an important stake as a Career Associate. The series also provided a good review of the Intelligence Community as it stands and highlighted some of the activities of the Community including the S&T field. This portion of the training program would, in my opinion, be

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greatly appreciated by anyone who has been in the field for an extended period of time."

6. "Good overall background information. Without doubt the videotape of the Director was magnificent. In the first place not everyone has a chance to meet the speaker personally; the tape serves the purpose and allows the viewer to evaluate for himself the quality of our most senior leader."

7. "It is good to hear facts about one's own organization directly from the top and not only from the media and books by disgruntled former employees. It is also a great morale booster to feel that we are finally accepted as members of the family. We NOC officers are not members of an odd-ball family, an underprivileged minority, which operates on the fringes of the Agency."

8. "The videotape lectures by the Director and other senior officers were of particular benefit for they showed me where an officer stands within the system with regard to his work, achievements, problems and management. The videotapes are an excellent instrument of learning. To me, it was just like finding out more about the house where I live and the family that I am a member of."

9. "The videotapes were outstanding and very timely during these morale-shattering periods of investigation and adverse publicity. It was encouraging and tremendously gratifying to see and hear the Director, the DDO, and all the others talking to us about our very real problems. NOCs worry and fret about our public image no less than anyone else, and even vicarious sharing through videotape is an exercise in reassurance that we all need. The materials brought me up to date, answered questions that had been in the back of my mind for a long time, and helped me to feel more intimately a part of the organization."

10. "I detected a feeling of self-confidence in the professional competence of the Agency's personnel and organization...quite remarkable during this difficult period. Senior officers address themselves to the problems with candor and not evasiveness. The use of the videotapes was highly effective. Time and funds permitting, they could be improved technically but I doubt it would be cost-effective. Even the less polished speakers on unedited tapes got the message across. Particularly impressive were: the Director, the DDO, the DDS&T, and Chief, EUR Division."

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11. "The videotapes provided just the right amount of feeling for the trends today in the Agency."

ALT ? 12. "For myself the Intelligence Community content of the course could be waived. I have already had sufficient background in this topic through previous formal training courses. If at all possible we should expand coverage of the topic 'the station of the future' as presented by Chief, EUR Division. It would also be interesting to have a senior officer speak to the course on the subject of the possible organization and employment of NOC officers in the future."

25X1A 13. "Before arriving at Headquarters I was uncertain what training and orientation would be given. Since my original JOT training and other courses, I have been exposed to a variety of subjects. I had not, however, had anything of the sort that this program provided. Had time permitted, I would have liked to have seen the entire 'CIA: Today & Tomorrow' course on videotape. The videotape is a particularly felicitous method of instruction and the caliber of the speakers was what could be expected given their positions. What made the tapes invaluable, however, was the availability of a [REDACTED] officer to amplify and discuss the various concepts and issues before and after each presentation. The presentation by [REDACTED] was excellent in his candor and approach. The questions he raised about the conflicts and problems within the Community and elsewhere are disturbing and not easily answered. The presentations by the DDO, the DDS&T, and Chief, EUR Division, were truly stimulating, particularly that of Mr. Duckett." 25X1A

14. "The entire coverage of the 'CIA: Today & Tomorrow' course was excellent and effective. I have been out of touch for a long time and I now have a much better feel for the organization and policies."

15. "Perhaps the most valuable aspect of my program were the videotapes. Of particular interest was the tape by Chief, EUR Division."

16. "It was a comfort and reassurance to a NOC officer just returned from overseas to hear from the videotapes that there is indeed a tomorrow for the Agency. The worldwide publicity has to a certain degree affected the thinking of those who serve overseas, especially in the area of security as a result of the exposure of classified information. I hope that other NOC officers will be as fortunate as I in gaining this reassurance in times of crisis."

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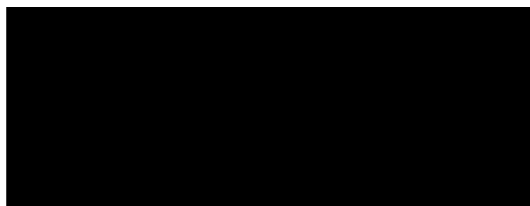
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25X1A

17. "Of all the briefings and presentations I found most enjoyable the 'CIA: Today & Tomorrow' videotapes, especially those by Mr. Duckett, [REDACTED] The entire training program is an ego-building experience and one result of ego-building is that it triggers and fuels operational incentives."

18. "The videotapes provide the NOC case officer an opportunity to learn about the Intelligence Community and future developments in the Agency; all are excellent and enable the officer to feel a part of the organization and not alone, out in the cold. The use of the videotape is an excellent training vehicle and impresses materials in the mind much more clearly than slides, graphs or charts."

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ROUTING AND RECORD SHEET

Om-T-91

SUBJECT: (Optional)

NOC Officers Comments on "CIA: Today & Tomorrow" Videotapes

FROM: [redacted]

GG 2709
Hqs

EXTENSION

NO.

DATE

19 March 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

[redacted]

2 APR 1976

3/23

20

2.

DDO/TRO

3/22

3/22

TC

3.

~~C/O/TRA/II~~

4.

Dep/Ops/TR
1025 C of C Bldg

1

1

9

5.

6.

C/O/TRA/II
926 C of C Bldg

1 APR 1976

AM

7.

8.

Special Programs Off.

SBP

9.

File
QIA T & T.

10.

Copies sent to
[redacted] & ALT/FTD

11.

on 2 April 1976

12.

13.

14.

15.

25X1A

to 5: Some [redacted] NOC officers have now gone through the preparation program organized and managed by [redacted], one part of which is the videotape series. Not all chose to comment specifically on this segment of the program, but this paper includes the comments of all those who offered substantive judgment in their overall course critique on the "Today & Tomorrow" tapes.

4-6 Summary and
Copies to ALT [redacted]

25X1A

26 February 1976

MEMORANDUM FOR: Chief, Training Services Staff
SUBJECT : CIA: Today & Tomorrow #2-76

1. As discussed, I will appreciate your arranging to videotape the following presentations in the 2-4 March "CIA: Today & Tomorrow:"

William Parmenter
[REDACTED]

William Nelson
Carl Duckett (if he is not replaced)
[REDACTED]

George Bush

2. I understand that you may not be able to videotape Mr. Parmenter but hope you will find some way to do it.

3. It is important to the success of the course that the videotaping be as unobtrusive as possible and that the lighting be normal--that is, bright enough for the audience to see the speaker but not so bright as to blind the speaker.

4. We have scheduled the film of the swearing-in ceremony of Mr. Bush for the lunch hour on 4 March. I will appreciate your supplying the film and a projectionist, as well. May I know as soon as possible the exact length of the film so that I may set a time for its showing? Thanks so much.


[REDACTED] 25X1A

26 February 1976

MEMORANDUM FOR: Executive Officers, DDA, DDO, and DDS&T
Chief, Executive Staff, DDI
Administrative Officer, DCI Area

1. Mr. Bush will speak to the participants in the "CIA: Today and Tomorrow" course on Thursday, 4 March, at 1515 in the Headquarters Auditorium. In order to make it possible for a larger number of employees to hear Mr. Bush, we are enclosing tickets for distribution in the four Directorates and the DCI area (including the Intelligence Community and NIO staffs.)

2. We will appreciate your assuring that tickets go to a cross section of the employees. Please urge ticket holders to be seated by 1500.


Special Programs Officer
Office of Training

25X1A

Distribution:

50 tickets to each
25 tickets to DCI.

ADMINISTRATIVE - INTERNAL USE ONLY

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25 February 1975

MEMORANDUM FOR: Special Assistant to the Director
FROM : Director of Training
VIA : Deputy Director for Administration
SUBJECT : Invitations to Address Training Courses

Off/Ad
2 MAR 1976

1. This is to confirm the invitations recently extended to the Director to talk to three Agency training courses. Attached are brief descriptions of the courses and the schedule for the CIA: Today and Tomorrow course.

2. Mr. Bush is scheduled to be the concluding speaker for CIA: Today and Tomorrow in the Headquarters Auditorium at 1515 on Thursday, 4 March. About 200 employees are now enrolled in the course. As the Auditorium holds many more, I have taken the opportunity to widen the audience and plan to invite an additional 225 employees. In addition, I hope he will agree to having his appearance videotaped for use in other courses.

3. The next Chiefs of Station Seminar will be held 22-30 March. We have scheduled the Director as the final speaker for the Seminar on Tuesday, 30 March, 1400-1500 hours, in his conference room at the Headquarters Building.

4. The current Operations Course began on 2 February and will conclude at the [REDACTED] on Friday, 9 April. We have scheduled the Director for the evening of Thursday, 8 April, at the [REDACTED]

/s/
Alfonso Rodriguez
Director of Training

Attachments

Distribution:

Orig & 1 - Adse.

1 - DDCI

1 - *dbA*

① - *DTR*

OTR/PRS/[REDACTED] and)25 Feb 76) SECRET
Cover Memo & Ops Course abstract revised:DDA/JFB/Blake:nh (1 Mar 76)

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OPERATIONS COURSE

Time and Place: Thursday evening, 8 April, [REDACTED] 25X1A

Transportation and Schedule : We suggest that Mr. Bush fly down to the [REDACTED] arriving at approximately 1730 hours. Cocktails will be served 1800-1845, dinner at 1900, and Mr. Bush could begin his remarks around 2000 hours. 25X1A

Course Description : The Operations Course is a 10-week, full-time course currently given three times a year at [REDACTED]. It is designed to prepare junior officers from the Operations Directorate to serve as case officers in the field for most types of intelligence operations in a variety of operational climates. The course makes wide use of practical exercises to simulate a diversity of requirements and problems at a field station. The current class consists of 25 officers in the GS-08 to GS-12 range. 25X1A

Suggested Presentation : We would like the Director to speak about 20-30 minutes and then answer questions from the class. We suggest that he discuss his role under the President's new guidelines and give his views of the U.S. intelligence effort in the future.

Contact Officer : [REDACTED] 25X1A

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CHIEFS OF STATION SEMINAR

Time and Place: Tuesday, 30 March, 1400-1500 hours, Headquarters,
BCI Conference Room

Course

Description : This Seminar, usually held in February, March and June, is a seven-day course for Chiefs of Station, Deputy Chiefs of Station and Base Chiefs who are about to depart for their new posts. The emphasis is on management of CIA Stations abroad and the latest changes which will affect their mission. The class members range in grade from GS-12 to GS-18, and there are usually from 12 to 20 students in each running.

Suggested

Presentation : It is particularly appropriate for the Director to meet with the group on the last day of the Seminar, as it permits him to meet with those officers who will represent him abroad. Words of encouragement, together with a statement of what the Director expects of his overseas stations and personnel, would be most relevant.

Contact
Officer :



25X1A

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CIA: TODAY AND TOMORROW

Time and Place : Thursday, 4 March, 1515 hours, Headquarters Auditorium

Course

Description : CIA: Today and Tomorrow, which runs three or four times a year, is designed to acquaint employees with the views of senior management and update them on recent developments in the Agency. The enrollees are drawn from all Directorates and are employees who have not participated recently in other orientation courses. Grades range from GS-04 to GS-15. Many are recent returnees from overseas.

Suggested

Presentation : The schedule gives the Director's presentation the same title as the course with the thought that this will permit him wide latitude for his remarks. A 15-30 minute presentation with an additional 15 minutes for questions is scheduled. The employees will be especially interested in his view of organizational and management changes resulting from the President's Executive Order. His views as to the steps the Agency must take to enlarge understanding of intelligence and to reflect the goals and values of the American people would be welcome. Changes the DCI perceives in his role as head of the Intelligence Community would be a useful topic also.

25X1A

Contact
Officer : [REDACTED]

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25 February 1976

MEMORANDUM FOR: Chief, OTR/Intelligence Institute

ATTENTION : [REDACTED] Chairman, CIA Today and Tomorrow Course

SUBJECT : Request for Videotaping of Selected CIA Today and Tomorrow Presentations

1. Pursuant to the discussions [REDACTED], had with [REDACTED], Chairman of the "CIA Today and Tomorrow" course, this memorandum will confirm our request for the videotaping of several presentations in the upcoming "CIA Today and Tomorrow" course, 2 - 5 March 1976.

2. We have orally informed [REDACTED] that we wish to have the remarks of following speakers videotaped: Messrs. Parmenter, [REDACTED], Nelson, Duckett, [REDACTED] and Bush. We have also asked [REDACTED] assistance in obtaining permission from each of these speakers to be videotaped.

3. As [REDACTED] has explained to [REDACTED] is charged with the responsibility of managing and directing preparation programs for nonofficial cover personnel. The videotaped presentations from "CIA Today and Tomorrow" play an important role in the training and briefing of nonofficial cover personnel (Agency employees, not field agents) who, for the security of their cover and other reasons, are not allowed to attend the regular Agency courses. For the last sixteen months, we and the NOC officers who have participated in preparation programs have found the videotapes from "CIA Today and Tomorrow" to be an invaluable part of the overall program. The presentations provide an excellent update for a NOC officer on home leave or between assignments in the Washington area.

4. In order to keep the updates current and pertinent, we must from time to time request the re-videotaping of speakers in the "CIA Today and Tomorrow" course. The videotapes we now hold from this course were recorded in March 1975 or before

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(except for two presentations). Considering all the recent changes within the Agency, we believe it is particularly important to have the comments of the speakers listed in paragraph 2 of this memorandum videotaped during the upcoming course.

5. The videotaped presentations will be used and controlled under secure conditions by the Preparation Section of the NOC Branch. We have already alerted Mr. Roy
25X1A [REDACTED] Chief, OTR/DTSG, who is responsible for the logistics of videotaping, that we would be requesting the videotaping of several presentations during 2 - 5 March. We have asked
25X1A [REDACTED] directly for the approved list of speakers to be videotaped, the times and dates of their presentations, and any other details he requires for the taping sessions.

6. We very much appreciate all the assistance OTR has given and continues to give [REDACTED] on this matter. If you
25X1A [REDACTED]

25X1A [REDACTED]

cc: DDO/TRO ([REDACTED])

25X1A

Approved For Release 2000/06/14 : CIA-RDP79-01590A000200150003-6

Approved For Release 2000/06/14 : CIA-RDP79-01590A000200150003-6

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OTR Registry

76/6/52

24 Feb 1976

MEMORANDUM FOR: Director

FROM : Director of Training

VIA : Deputy Director for Administration

SUBJECT : Your Address to "CIA: Today and Tomorrow"

1. I am delighted that you have agreed to speak to the employees who are participating in the course we call "CIA: Today and Tomorrow," which runs from 2-4 March in the Headquarters Auditorium. You would be the concluding speaker at 1515 on Thursday, 4 March.

2. The schedule gives your presentation the same title as the course with the thought that this will permit you wide latitude for your remarks. A 15 to 30-minute presentation with an additional 15 minutes for questions would seem in order. The employees will be especially interested in your view of organizational and management changes emanating from the President's Executive Order and your view of the steps the Agency must take to enlarge understanding of intelligence and to reflect the goals and values of the American people. Changes you perceive in your own role as head of the Intelligence Community would be a useful topic also.

3. About 200 employees are now enrolled in the course. Since the Auditorium holds a great many more, I would welcome an opportunity to widen what I can assure you will be a very responsive audience. With your approval, I would plan to invite an additional 225 employees. In addition, I would hope you would agree to having your appearance videotaped for use in other courses.

4. "CIA: Today and Tomorrow," which runs three or four times a year, is designed to acquaint employees with the views of senior management and update them on recent developments in the Agency. The enrollees are drawn from

Downgraded to A-IUO when
attachment is removed.

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all Directorates and are employees who have not participated recently in other orientation courses. Their grades range from GS-04 to GS-15. Many are recent returnees from overseas.

5. I am enclosing the schedule for the 2-4 March running and the previous running as well.

[REDACTED]
Alfonso Rodriguez
Director of Training

25X1A

Att

Distribution:

- 0 & 1 - Adse
- 2 - DDA
- 1 - DTR
- 1 - OTR Registry
- 2 - II/SBO *copy 24%*
- 1 - TAP

OTR/II/SBO [REDACTED] pp (24Feb76)

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